



Jefferies Virtual Healthcare Conference
May 27, 2021

Forward Looking Statements

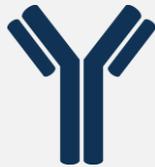
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Meridian’s operating results, financial condition and continued growth depends, in part, on its ability to introduce into the marketplace enhancements of existing products or new products that incorporate technological advances, meet customer requirements and respond to products developed by Meridian’s competition, its ability to effectively sell such products and its ability to successfully expand and effectively manage increased sales and marketing operations. While Meridian has introduced a number of internally developed products and acquired products, there can be no assurance that it will be successful in the future in introducing such products on a timely basis or in protecting its intellectual property, and unexpected or costly manufacturing costs associated with its introduction of new products or acquired products could cause actual results to differ from expectations. Meridian relies on proprietary, patented and licensed technologies. As such, the Company’s ability to protect its intellectual property rights, as well as the potential for intellectual property litigation, would impact its results. Ongoing consolidations of reference laboratories and formation of multi-hospital alliances may cause adverse changes to pricing and distribution. Recessionary pressures on the economy and the markets in which the Company’s customers operate, as well as adverse trends in buying patterns from customers, can change expected results. Costs and difficulties in complying with laws and regulations, including those administered by the United States Food and Drug Administration, can result in unanticipated expenses and delays and interruptions to the sale of new and existing products, as can the uncertainty of regulatory approvals and the regulatory process (including the currently ongoing study and other FDA actions regarding the Company’s LeadCare products). The international scope of Meridian’s operations, including changes in the relative strength or weakness of the U.S. dollar and general economic conditions in foreign countries, can impact results and make them difficult to predict. One of Meridian’s growth strategies is the acquisition of companies and product lines. There can be no assurance that additional acquisitions will be consummated or that, if consummated, will be successful and the acquired businesses will be successfully integrated into Meridian’s operations. There may be risks that acquisitions may disrupt operations and may pose potential difficulties in employee retention, and there may be additional risks with respect to Meridian’s ability to recognize the benefits of acquisitions, including potential synergies and cost savings or the failure of acquisitions to achieve their plans and objectives. Meridian cannot predict the outcome of future goodwill impairment testing and the impact of possible goodwill impairments on Meridian’s earnings and financial results. Meridian cannot predict the possible impact of U.S. health care legislation enacted in 2010 – the Patient Protection and Affordable Care Act, as amended by the Health Care and Education Reconciliation Act – and any modification or repeal of any of the provisions thereof initiated by Congress or the presidential administration, and any similar initiatives in other countries on its results of operations. Efforts to reduce the U.S. federal deficit, breaches of Meridian’s information technology systems, trade wars, increased tariffs, and natural disasters and other events could have a materially adverse effect on Meridian’s results of operations and net revenues. The Company can make no assurances that a material weakness in its internal control over financial reporting will not be identified in the future, which if identified and not properly corrected, could materially and adversely affect its operations and result in material misstatements in its consolidated financial statements. Meridian also is subject to risks and uncertainties related to disruptions to or reductions in business operations or prospects due to pandemics, epidemics, widespread health emergencies, or outbreaks of infectious diseases such as COVID-19. In addition to the factors described in this paragraph, please also refer to additional factors identified from time to time in the Company’s filings with the Securities and Exchange Commission, including in Part I, Item 1A Risk Factors of the Company’s most recent Annual Report on Form 10-K, which contains a list and description of uncertainties, risks and other matters that may affect the Company. Readers should carefully review these forward-looking statements and risk factors, and not place undue reliance on the Company’s forward-looking statements.

Life Discovered. Life Diagnosed.

Life Science

Developer and manufacturer of key components to make world class immunological and molecular diagnostics tests



Antibodies



Antigens



Molecular
Master Mixes

Diagnostics

Developer, manufacturer and distributor of world class, human diagnostic test kits



Gastrointestinal



Respiratory



Pediatric
Point-of-care

Life Science Products

Immunoassay Reagents Antigens & Antibodies



Hepatitis



ToRCH



Respiratory



Tropical



Blockers



Hormones



STD



Gastro



Microbial



Vet



Cancer



Cardiac



Autoimmune



DOA



Allergens

Molecular Reagents



Lyo-Ready
Master Mixes



Air Dryable
Master Mixes



Inhibitor Tolerant
Master Mixes



Reverse
Transcriptases



Extraction
Controls



Specialized DNA
Polymerases



Bst & Pfu



dNTPs

Key components supporting over 150 disease states and different specimen types

Diagnostics Products

Gastrointestinal

C. difficile
 Calprotectin
H. pylori
Campylobacter
E. coli
 Crypto/Giardia

Respiratory

Flu
 Group A Strep
 Mycoplasma Pneumoniae
 Pertussis
 Legionella
 RSV

Pediatric & Neonatal

Lead Poisoning
 Congenital CMV
 Group B Strep
 Group A Strep

Healthcare Acquired Infections

Carba C
C. difficile

Platforms & Product Families



Rapids Curian Revogene BreathID

H. pylori



C. diff



Group A Strep



Other Platforms

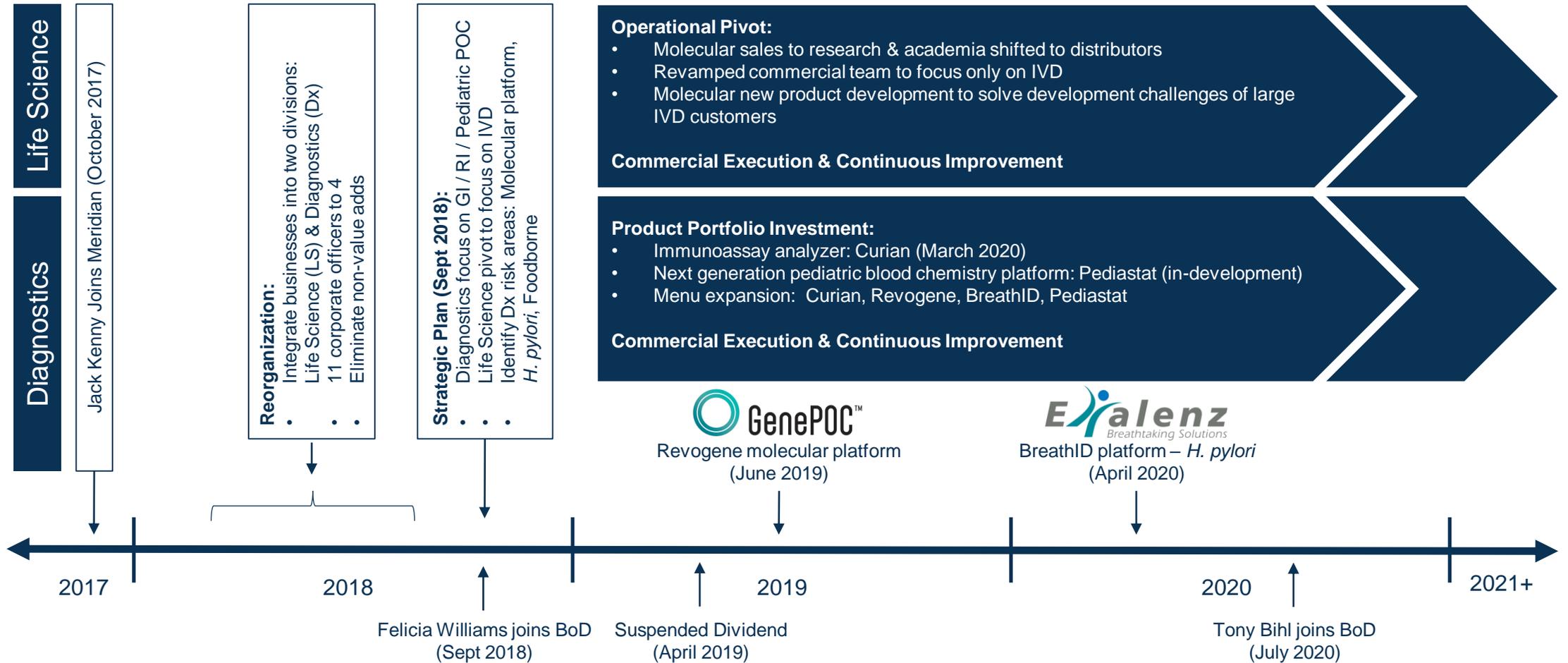


Alethia



LeadCare II

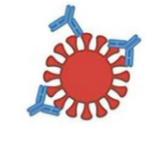
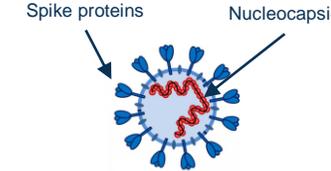
Transformation Process



COVID-19 Impact

STRATEGY: Maximize opportunity in Life Science / Keep Diagnostics focused on long-term plan

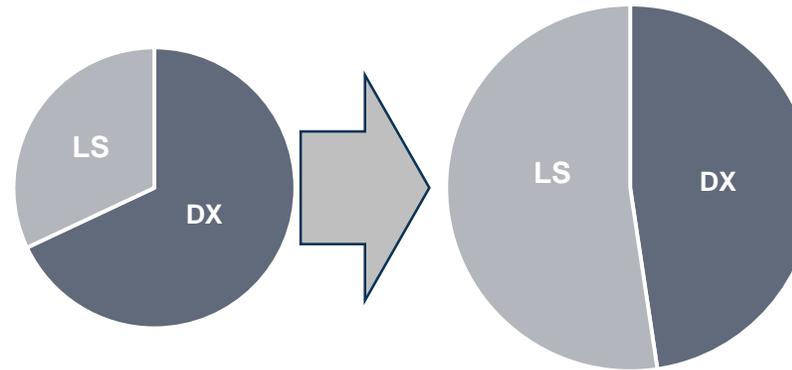
Life Science

For Tests to check for SARS-CoV-2 Virus	For Tests to check for SARS-CoV-2 Antibodies
 Reagent Master Mixes 75+ approved assays	 SARS-CoV-2 Antibody Pairs 10+ approved assays
 Recombinant Antigens 10+ approved assays	
Molecular	Immunological
Products included in over 100 approved assays	

Diagnostics



Revogene® SARS-CoV-2 (Design Complete – Working on EUA)
 Revogene® Respiratory Panel (In Development)



	FY2019 Actual		FY2020 Actual	FY2021 Guidance
Diagnostics	\$137M	(11%)	\$121M	\$125-\$135M
Life Science	\$64M	+106%	\$133M	\$180-\$200M
Total	\$201M	+26%	\$254M	\$305-\$335M
<i>Adj Op Margin %</i>	<i>19%</i>		<i>24%</i>	<i>30-33%</i>

FY21 Priorities



New Product Development

Submit 4 new diagnostic assays to FDA



Manufacturing Scale-up

Fortify & increase Life Science capacity
New automated Revogene® lines



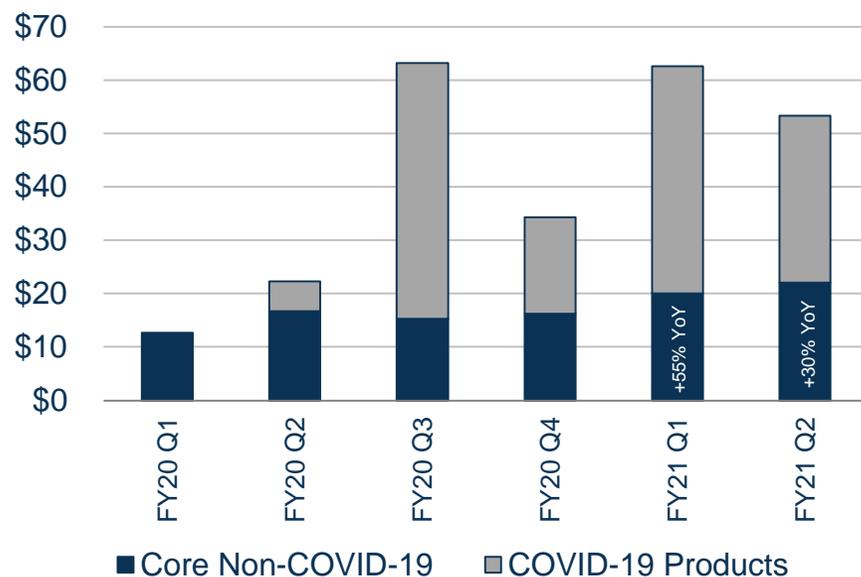
Commercial

Invest in size and reach of Life
Science commercial team

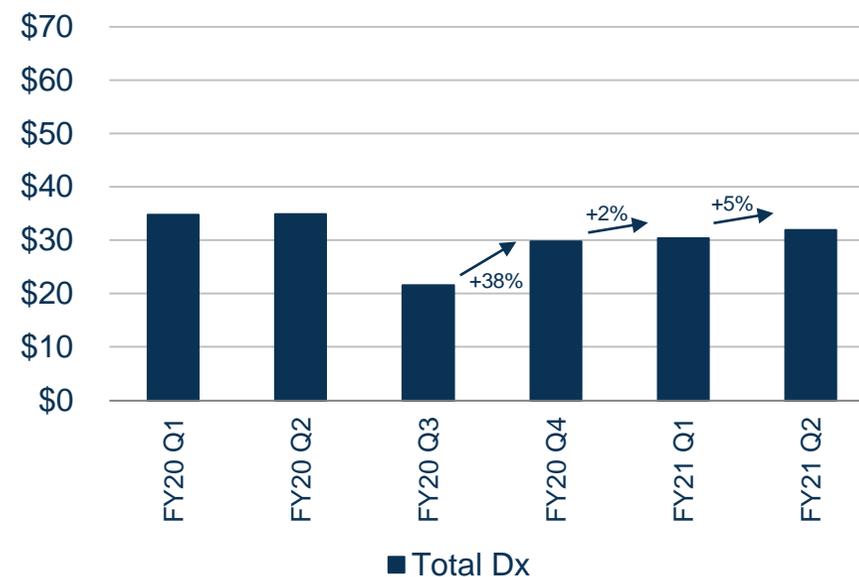
Drive commercial excellence
focus in large Dx commercial team

Quarterly Net Revenues Trends

LIFE SCIENCE



DIAGNOSTICS



Life Science demonstrating benefits of pandemic relationships - Diagnostics rebounding from pandemic lows

Growth Drivers Post-COVID

Life Science



Product Innovation



Quality second to none



Build off new and stronger IVD relationships

Diagnostics



Menu expansion on key approved platforms



Grow share in *H. pylori* from serology testing



Leverage fully staffed commercial organization

Air-Dryable Mix

What it does?

- Replaces the need to lyophilize a molecular kit to make it room temperature stable

What is unique about this Mix?

- Only one on the market
- DNA/RNA detection of crude specimen
- Outstanding performance compared to wet/lyophilized mixes
- Perfect for multiplexing

Why is this important?

- Cost per test drops (\$1-3/test)
- Everyone can do this in house with an oven, very simple
- Large market opportunity

Applicable beyond human Dx including:
Veterinary, Food/Ag, Environmental & Forensics



Diagnostics R&D Pipeline

(as of 3/31/2021)

		Feasibility	Development	Clinicals	FDA	Expected FY21 FDA Submissions	
Breath					Liver MBT PMA		
Immunoassay		Streptococcus pneumoniae / Legionella	Shiga Toxin	<i>C. difficile</i>	Campylobacter		<i>C. difficile</i> Campylobacter
Molecular			RI Panel GI Panel	COVID-19 EUA			COVID-19 EUA GI Panel
Blood Chemistry		Hemoglobin Bilirubin	PediaStat Analyzer Lead				

Investment Highlights

- COVID-19 **pandemic beneficiary**, not dependent
- Diagnostics business **advancing turnaround** – poised to emerge with sustainable growth
- Life Science transformed with scale – Building on pandemic **long-term customer relationships**
- **Strong balance sheet** and cash generation to fuel organic and inorganic growth opportunities
- Potential **trading multiple expansion** in addition to earnings growth

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